DOCUMENT RESUME

ED 120 902 EA 008 024

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TITLE State-Level Governing Structures for Education--Alternatives and Implications for Change.
PUB DATE [72]
NOTE 17p.; Not available in hard copy due to marginal legibility of original document

EDRS PRICE MF-$0.83 Plus Postage. HC Not Available from EDRS.
DESCRIPTORS Elementary Secondary Education; Governance; *Organization; *Policy Formation; *Selection; *State Boards of Education; *State Departments of Education; State Officials; Superintendents; Tables (Data)

ABSTRACT

The ability of a state education agency (SEA) to respond to the challenges of tomorrow may well depend on the type of governing structure established by the state for the administration of the state's educational policies. The governing structure of an SEA is defined as the composite of the state board of education (SBE), the chief state school officer (CSSO), and the state department of education (SDE). This study's major emphasis is on those variables considered to be most critical to the design of the governing structure, that is, the method of selection variables for the CSSO and the SBE members. With the exception of the mission assigned to the SEA, the establishment of practically all the other variables requires prior knowledge of the method of selection variables. SBE members are usually appointed by the governor, elected by popular vote, or elected by representatives of the people. CSSOs are appointed by the state board of education, elected by popular vote, or appointed by the governor. Two-dimensional matrices present information on the governance plans used in the states, the methods of selecting CSSOs and SBE members, and the advantages and disadvantages of the various governance plans. (Author/IRT)

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STATE-LEVEL GOVERNING STRUCTURES FOR EDUCATION--ALTERNATIVES AND IMPLICATIONS FOR CHANGE

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INTRODUCTION

The ability of a State Education Agency (SEA) to respond to the challenges of tomorrow may well depend upon the type of governing structure established by the state for the administration of the state's educational policies. Among the challenges facing state policy makers now, and looming even larger in the future, are those pertaining to the financing of education, to the provision of equal educational opportunity to the students in the state, and to the maintenance of local control over education while devoting increased state-level resources to local educational agencies (LEAs).

The governing structure of an SEA is defined to be the composite of the State Board of Education (SBE), the Chief State School Officer (CSSO), and the State Department of Education (SDE) which is the operating agency. Also involved in the governing structure concept is the relationship between the SBE and the CSSO, as well as the relationship between the SEA and the Governor, the Legislature, and the Electorate. A variety of variables necessary to define a governing structure can be selected for the analysis of given governing structure types. Among these variables are: method of selection of the CSSO, method of selection and the number of members on the SBE, tenure of the CSSO and the SBE members, simultaneous or overlapping terms for SBE members, number and title designation of ex officio members, relationship of the CSSO to the SBE, special qualifications placed upon the candidates for CSSO or for SBE members, etc. Another important factor essential to the responsiveness of an SEA in meeting new demands placed upon it is a clear definition of the mission assignment made to it by the state constitution and by statute.

This study's major emphasis is upon those variables considered to be most critical to the design of the governing structure, i.e., the method of selection variables for the CSSO and the SBE members. With the exception of the mission assigned to the SEA, the establishment of practically all of the other variables requires prior knowledge of the method of selection variables. Why is the design of the governing structure so important? Unless a state has taken sufficient time and given sufficient thought to its educational decision-making apparatus, i.e., particularly the SEA, it is unlikely that the SEA has sufficient authority or power to

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be the crucial link in the administration of the state's policy for elementary and secondary education that it was intended to be.

GOVERNING STRUCTURES--THE PROBLEM AND THE ALTERNATIVES

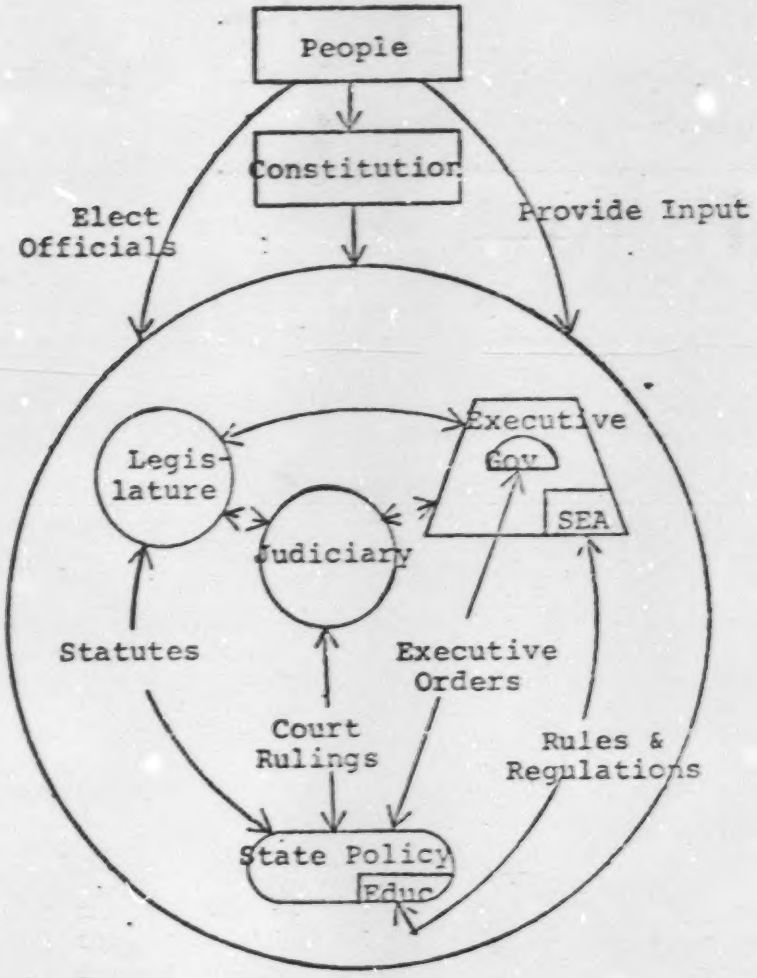
The process of changing state-level governing structures for elementary and secondary education to approximate models which follow more realistic administrative principles has been slow and evolutionary. While there seems to be little question about the CSSO's relationship with the operating agency, the SDE, present state adoption patterns show far less agreement on the proper relationship between the electorate, the SBE, and the CSSO. The principles necessary to develop sound governing structures have been enunciated by observers of state-level educational administration during the past 30 years or more [1,2]. Of course, as mentioned earlier, the establishment of the structure alone will not guarantee a strong and responsive state agency; it also must have a mission and the corresponding authority to administer state education.

The administration of state education is but one part, although an important one, of the state's responsibilities to its citizens. A diagram of the establishment of state policy, including a separate diagram for the educational segment, is given in Figure 1. This figure has the advantage of presenting the policy-making system in a general format, one which permits the specification of the exact relationships for a given state.

In examining the methods of selection of both the SBE members and the CSSO for each state as of January 1, 1972, five basic methods were in use for SBE members and three were in use for CSSO's. The methods of selection for each office are given in Figure 2.

A two-dimensional matrix presentation permits analysis of each state's governing structure based upon the method of selection variables for the SBE members and the CSSO. In some cases there may be a mixed board composition for the SBE, i.e., one method of selection for the majority of the members and another method for the remaining member(s): in these cases, the method of selection for the majority of the members governs the classification for the SBE. Utilizing the five methods of selection for SBE members and the three methods of selection for CSSOs, all of which were in use in 1972, leads to fifteen combinations of which one is not possible. If there is no SBE, then there cannot be an SBE-appointed CSSO (would be Plan 41 in Figure 3 if it were possible). Of the remaining fourteen combinations, five were not in use in 1972: considering the nine in use, four accounted for more than 80% of the state governing plan

FIGURE 1. State-Level Policy Making



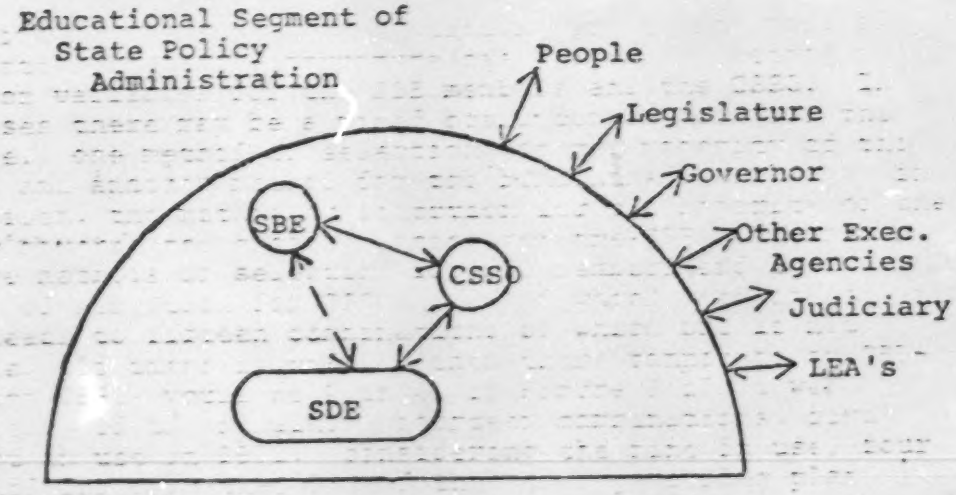


FIGURE 2. Methods of Selection of State Board of Education (SBE) Members and the Chief State School Officer (CSSO)

I. Method of Selection of SBE Members
   A. Appointment by the Governor
      1. Free Appointment *
      2. Qualified Appointment *
         a. Required political balance on SBE
         b. Specified interest group representation (i.e., business, commerce, labor, etc.)
         c. Educational affiliation, either required or prohibited
         d. Required sex representation on the board
         e. Representation from special districts (i.e., congressional, judicial, legislatively designated, etc.)
         f. Appointment from specially prepared lists (i.e., legislative, blue-ribbon or special committee, etc., to develop list)
         g. Appointment subject to approval of legislature, or one house of bicameral leg.
   B. Election by Popular Vote
      1. Free election *
      2. Qualified election *
         a. Partisan election
         b. Election from specified districts
         c. Special qualifications required of, or imposed upon, candidates
   C. Election by Representatives of the People
      1. Legislature
         a. Entire legislature
         b. Special groupings of legislators
      2. Specially devised delegations, such as school board members on a district basis
   D. No State Board
   E. Ex officio Board
      Members of a board of this type are either elected or appointed state officials

II. Method of Selection of the CSSO
   A. Appointment by the State Board of Education
      1. Free
      2. Qualified *
   B. Election by Popular Vote
      1. Free
      2. Qualified *
   C. Appointment by the Governor
      1. Free
      2. Qualified *

* Qualified appointments or elections, as specified in state statute, always reduce the set of eligible candidates.

FIGURE 3. States' Adoption of Governing Plans, Jan. 1972

METHOD OF SELECTION OF THE SBE	METHOD OF SELECTION OF THE CSSO: Appointed by the SBE	Election by the People	Appointed by the Governor	Total for SBE Plans
Appointment by the Governor	Plan 11 14 (AK,AR,CT,DE, IA,ME,MD,MA, MN,MO,NH,RI, VT,WV)	Plan 12 13 (AZ,CA,GA,ID, IN,KY,MT,NC, ND,OK,OR,SD, WY)	Plan 13 4 (NJ,PA,TN,VA)	31
Election by Popular Vote	Plan 21 11 (AL,CO,HI,KS, MI,NE,NV,NM, OH,TX,UT)	Plan 22 1 (LA)	Plan 23	12
Election by Representatives of People	Plan 31 1 (NY)	Plan 32 2 (SC,WA)	Plan 33	3
No State Board	Not Possible	Plan 42 2 (IL,WI)	Plan 43 (Cabinet Plan	2
Ex officio	Plan 51	Plan 52 2 (FL,MS)	Plan 53	2
Total for CSSO Plans	26	20	4	50

adoptions in 1972. The states having adopted each plan in Figure 3 are listed in each cell with the standard two character code utilized by the U. S. Postal Service.

IMPLICATIONS FOR POLICY-MAKING

The listing of states in Figure 3 permits a detailed examination of each governing structure plan to determine the kinds of characteristics which each state adopting the plan has settled upon during the implementation of it. It must be pointed out that many of the state governing plans were proposed by study commissions prior to making the change.

A couple of observations can be made immediately. First, in the states using an elective CSSO, any board that is established by state law is, in all liklihood, an advisory board. After all, the CSSO runs on his own platform and is responsible to the "people." Second, any board that is devised should be a representative board; it should follow the "one-man, one-vote" rule so that the state's population has a defined relationship to the board. Such a board could be either elected or governor appointed. Third, the development of tables such as the one in Figure 3 each year for a period of many years could easily portray the transition patterns used by the states and show the evolutionary process of the adoption of governing structure patterns. Fourth, a detailed analysis of the mission assigned to, and performed by, each state using a given governing structure plan can be undertaken.

[A series of detailed tables giving the principal characteristics of each state which has adopted one of the nine plans will be distributed at the session to those interested.]

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ADVANTAGES AND DISADVANTAGES OF GOVERNING PLANS

METHOD OF SELECTION OF THE STATE BOARD OF EDUCATION (SBE)

METHOD OF SELECTION OF THE CHIEF STATE SCHOOL OFFICER (CSSO)

APPOINTED BY THE SBE

APPOINTED BY THE GOVERNOR

Advantages
1. Governor has widest possible choice of candidates for board; thus he exerts executive prerogative in choice of board members.
2. Board has widest possible choice of candidates for CSSO; no geographical or professional limitations (unless written in law).
3. Board can hold CSSO responsible for executing its policies.
4. Governor appointed board should be able to get the governor's ear on proposed policies and plans.
5. Provides stability to educational policy during changes of governor's office if board members are appointed on a staggered-term basis.
6. No campaign expenses for SBE members.
7. Partisan political factors should be reduced to a minimum.
8. In case of a board vacancy, the governor can easily fill the vacancy.

Disadvantages
1. Governor could pack the board with political cronies.
2. Weak board might select a weak CSSO.
3. Eliminates CSSO position from elections.

ELECTION BY POPULAR VOTE

Advantages
1. SBE member's election represents the will of the people.
2. Board can select best possible candidate for the job of CSSO.
3. Board can hold CSSO responsible for executing its policies.
4. Provides some stability to educational policy if staggered terms are used.
5. Partisan political factors could be reduced to a minimum under proper election methods.

Disadvantages
1. Political campaigning may not get best people for the job on the SBE.
2. Weak board might select weak CSSO.
3. Eliminates the CSSO position from the ballot.
4. Board members may represent the groups which elect them.
5. SBE members take a low priority on the ballot, their election may be used upon the victory of someone higher on the ballot.
6. There is no obligation on the part of the SBE to coordinate its activities with the governor because they answer to the same people he does.

ELECTION BY REPRESENTATIVES OF THE PEOPLE

Advantages
1. SBE can select best possible candidate for CSSO.
2. SBE can hold CSSO responsible for executing its policies.
3. Provides stability to educational policy if staggered terms are used.
4. Partisan political factors could be reduced to a minimum.
5. Campaign expenses are reduced to a minimum.

Disadvantages
1. There is not a continuous representative election unit available to fill vacancies.
2. The representative body type used to select the board could be suspect.
3. Weak board might select a CSSO.
4. Eliminates the CSSO position from the ballot.

NO STATE BOARD

Not possible, since there is no board to appoint the CSSO.

EX OFFICIO

Advantages
1. Since the board is made up of state officials, they are likely to be readily available for board meetings.
2. Board should be able to get governor's ear yet not be unduly influenced by him since they answer to same people he does.
3. Board should be able to appoint best possible candidate for CSSO.

Disadvantages
1. Heavily subject to partisan political considerations.
2. Board members are elected on the basis of a platform other than educational; further, there is no guarantee that the best man will be selected for each ex officio office.
3. Board will be subject to change every 2 or 4 years depending upon the tenure of each ex officio office.

ELECTION BY THE PEOPLE

APPOINTED BY THE GOVERNOR

Advantages
1. Governor has widest possible choice of candidates for board; thus he exerts executive prerogative in choice of members.
2. CSSO's selection represents the will of the people.
3. The selection of the CSSO is limited to people who are residents of the state and who know the state's problems.
4. Gov. appointed board should be able to get governor's ear on educational problems, plans, and policies.
5. Board may provide some degree of stability to educational policy during change of CSSO's and governor's office.
6. CSSO may have influence with the governor and yet not be dominated by him.
7. Partisan political factors should be reduced to a minimum to board's decisions.
8. In case of a board vacancy, the governor can easily fill the vacancy.
9. No campaign expenses for SBE members.

Disadvantages
1. CSSO is responsible to the people and runs on his own platform; hence, he is not obligated to be responsive to the governor.
2. Governor can pack board with political cronies.
3. Board tends to be advisory since the CSSO runs on his own platform; he may force the SBE to accept his platform.
4. No guarantee of best candidate being selected; CSSO's election may be influenced by someone higher on the ballot.
5. CSSO can staff dept. with political supporters instead of people chosen based on competence.

ELECTION BY POPULAR VOTE

Advantages
1. SBE members represent the will of the people.
2. CSSO selection represents the will of the people.
3. CSSO selection is limited to people who are residents of the state and are familiar with state problems.
4. Elected SBE and CSSO may have influence with governor but not be dominated by him.
5. SBE may provide some degree of stability if staggered terms are used.

Disadvantages
1. Both SBE members and CSSO may represent the groups which elect them.
2. No guarantee of best candidates being selected, either as CSSO or as SBE members. Election may be dependent on someone higher on the ballot.
3. Both SBE and CSSO are responsible to same people as the governor and are not obligated to be responsive to the governor.
4. Since CSSO is responsible to the same people as SBE members, he is not obligated to be responsive to the board; hence, the board is advisory.
5. CSSO may staff department with political supporters rather than on the basis of staffing department with competent people.
6. Substantial campaign costs for all candidates would be involved.
7. Provisions must be made for filling vacancies of both the CSSO and the SBE.

ELECTION BY REPRESENTATIVES OF THE PEOPLE

Advantages
1. Both CSSO and SBE should have influence with the governor but not be dominated by him.
2. SBE provides some degree of stability to educational policy if staggered terms are used.
3. CSSO's selection represents the will of the people.
4. Campaign expenses are reduced to a minimum.

Disadvantages
1. CSSO is responsible to people puts him in superior position to the board.
2. Since the CSSO is responsible to the people, the board will tend to be an advisory board.
3. There is no guarantee of selecting the best candidate for the CSSO since the outcome of the election may be influenced by someone higher on the ballot.
4. The CSSO may staff the department with political supporters rather than people selected on the basis of their competence.
5. No continuous appointing authority available in case of vacancy on SBE members.

NO STATE BOARD

Advantages
1. CSSO's selection represents the "will" of the people.
2. Selection is limited to state candidates—one who knows the state's needs.
3. Elected CSSO may have influence with the governor yet not be influenced by him.
4. By virtue of fact the CSSO does not report to a board, he can move quickly on issues.

Disadvantages
1. By virtue of the fact that the governor and the CSSO answer to the same people, the voters, the CSSO is under no obligation to coordinate his activities with the governor. The CSSO runs on his own platform.
2. Political campaigning may limit the number of people willing to run—there is no guarantee that the best man gets the job. The CSSO's election may be largely due to man higher on the ballot.
3. CSSO may staff the department with political supporters rather than people selected on the basis of competence.
4. No board to provide counsel or advice on problems.

EX OFFICIO

Advantages
1. CSSO's selection represents the will of the people.
2. Selection is limited to state candidates—those who know the state's needs.
3. An elected CSSO may have influence with the governor yet not be unduly influenced by him. Board members should be able to have some influence with the governor for the same reasons.
4. Board members are likely to be readily available for board meetings.

Disadvantages
1. Board tends to be advisory because CSSO answers to same people as do the SBE members.
2. Board's advice may be heavily subject to partisan political considerations.
3. Board subject to change every 2 or 4 years; stability of board is questionable.
4. Board members are elected on the basis of a platform other than educational.
5. No guarantee that the CSSO or any SBE member is the best candidate since the selection may depend on someone higher on the ballot.

APPOINTMENT BY THE GOVERNOR

APPOINTED BY THE GOVERNOR

Advantages
1. Governor has widest possible choice of candidates for board.
2. Governor has widest possible choice of candidates for CSSO.
3. Both the Board and the CSSO should be able to get the governor's ear on educational policies.
4. Should facilitate state planning and coordination on educational matters and give greater control to the governor.
5. No campaign expense for SBE members.
6. In case of a board vacancy, the governor can easily fill the vacancy.
7. Provides stability to educational policy during changes of governor's office if board members are appointed on a staggered term basis.

Disadvantages
1. Board is answerable to same person as the CSSO, the governor; hence, it is likely to be an advisory board; SBE cannot hold CSSO responsible for failure to implement policy.
2. Governor can pack the board with political cronies.
3. Education should not be placed in a position that a single contest (the governor) will determine its outcome.

ELECTION BY POPULAR VOTE

Advantages
1. Board members represent the will of the people.
2. Should facilitate state planning and coordination on educational matters and give control to the governor.
3. Governor has widest possible choice of candidates for CSSO.
4. The CSSO should be able to get ear of the governor on educational problems.
5. Board members provide some stability to policy if staggered terms are used.
6. CSSO vacancy can be easily handled by the governor.

Disadvantages
1. SBE members may represent groups electing them.
2. No guarantee of best candidates being selected for SBE.
3. CSSO may be forced to accept partisan political views of governor.
4. Education should not be forced into a position such that a single contest (for governor) will determine its outcome.
5. Since CSSO is responsible primarily to the governor, the board tends to be advisory.
6. Substantial campaign costs for SBE members may be involved.

ELECTION BY REPRESENTATIVES OF THE PEOPLE

Advantages
1. Governor has the widest possible choice of CSSO candidates.
2. Should facilitate state planning and coordination on educational matters and give control to the governor.
3. CSSO should be able to get governor's ear on educational problems and policies.
4. Board provides some stability to educational policy if staggered terms are used.
5. Campaign expenses are reduced to a minimum.
6. CSSO vacancy can easily be handled by the governor.

Disadvantages
1. No guarantee of best candidate for SBE members, but better than in purely elective situation.
2. CSSO may be forced to accept the partisan political views of the governor.
3. Education should not be forced into a position that a single contest (governor) controls its fate.
4. Since the CSSO is responsible to the governor, the board tends to be advisory.
5. Not a continuous appointing authority available in case of vacancy on the board.

NO STATE BOARD

Essentially the Cabinet Plan

Advantages
1. Gives governor great control and enables him to coordinate educational planning with other state planning.
2. A governor-appointed CSSO should have great influence with the governor on educational matters.
3. Governor has widest possible choice for the selection of the CSSO.

Disadvantages
1. CSSO may be forced by governor to support partisan political views.
2. Makes educational planning and policy almost totally dependent upon the governor and his philosophy.
3. Education should not be placed in a position such that it is dependent on the outcome of a single contest (for governor).

EX OFFICIO

Advantages
1. Governor has widest possible choice for CSSO selection.
2. Gives governor great control and enables him to coordinate educational planning with other state planning.
3. Governor appointed CSSO should have great influence with governor on educational matters.
4. State board members are likely to be readily available for board meetings.
5. Board should be able to get governor's ear yet not be dominated by him.

Disadvantages
1. Board tends to be advisory because CSSO answers primarily to governor.
2. Board's advice may be heavily subject to partisan political considerations.
3. Board subject to change every 2 or 4 years; stability of board is questionable.
4. No guarantee that the best candidate has been selected for SBE member since selection may depend upon someone higher on the ballot.
5. Board members are elected on a platform other than educational.

PLAN II

State	Population 1970 Cens Seats	Public Sch Enr 70-71 Elem/Sec	Area Sq mi	BOARD: Board Size No No Voting	Ex Officio men No/Names	Basis of Appt	Term Length Yrs	Spec Qualif of Board Members	Board Appointed By	Board Approved By	CSSO: CSSO Apptd By	Appt Aprvd By	CSSO's Capy on Board	Term	CSSO Salary
AK Alaska	302,173 1	51,881 27,964	580,400	7 (7)	0	1 from ea of 4 judicial districts 3 at large	5 yr terms overlap	No more than 4 from Gov political party.	Gov	Conf by Legis	Board	Governor	Exec Ofcr	Pleasure of Bd	$33,000
AR Arkansas	1,923,295 4	252,036 211,274	53,104	9 (9)	0	2 from ea of 4 cong districts 1 at large	9 yr terms overlap	No sch tchr,com of educ,co or city supt or tchr,adm,of state sup col or mbr of bd of trustees of state inst of higher lrng.	Gov	Conf by Senate	Board		Agent & Secy & Exec Ofcr	Pleasure of Bd	$22,000
CT Connecticut	3,032,217 6	454,130 208,075	5,009	9 (9)	0		6 yr terms overlap	Not more than 2/3 from same party	Gov	Conf by Legis	Board		Secy & Exec Ofcr	Pleasure of Bd	$35,736
DE Delaware	548,104 1	73,590 59,155	2,057	8 (6)	2 (Adv Capc) Pres,Del St College Pres,Univ of Delaware		3 yr terms overlap	Not more than 3 members from same political party	Gov		Board		Exec Secy	1 Year	$34,000
IA Iowa	2,825,041 7	373,701 286,403	56,290	9 (9)	0		6 yr terms overlap	No pers elig who is in prof educ for bulk of time or who derives major part of income from educ related activity	Gov	Must have 2/3 Approval of Senate.	Board		Exec Ofcr	4 Years	$26,000
ME Maine	993,663 2	176,804 67,806	33,215	10 (10)	0		5 yr terms overlap		Gov	Advice & Consent of Exec Council	Board		Exec Ofcr & Secy	Pleasure of Bd	$22,800
MD Maryland	3,922,399 8	523,725 392,519	10,577	7 (7)	0		5 yr terms overlap	No person is selected who is in any way subject to the Bd's authority	Gov		Board		Chief Exec Secy & Treas	4 Years	$32,300
MA Massachusetts	5,689,170 12	694,517 518,196	8,257	13 (11)	2 (no vote) Chanc,Bd of Higher Educ Res Dir,Adv Council on Educ		5 yr terms overlap		Gov	Advice of Adv Council	Board		Exec & Admin Head	Pleasure of Bd	$30,000
MN Minnesota	3,805,069 8	489,232 431,607	84,068	9 (9)	0		6 yr terms overlap	Sch dist bd experience for three members	Gov		Board	Senate	Exec Ofcr & Secy	4 Years	$29,400
MO Missouri	4,677,399 10	684,486 354,991	69,686	8 (8)	0		8 yr terms overlap	All lay members. No more than four members from same political party can serve at any time.	Gov	Advice & Consent of Senate	Board		Ch Adm Ofcr	Pleasure of Bd	$36,504
NH New Hampshire	737,681 2	94,624 64,132	9,304	7 (7)	0		5 yr terms overlap	Members may not be technical educators nor persons professionally engaged in school work	Gov & Advisory Council (elected on partisan basis)		Board		Ch Exec Ofcr & Secy	Pleasure of Bd	$23,553
RI Rhode Island	949,723 2	111,157 76,933	1,214	9 (9)	0		4 yr terms overlap		Gov (Nom by legis committee)		Board		Exec Ofcr	5 Years	$40,500
VT Vermont	444,732 1	63,708 39,422	9,609	7 (7)	0		6 yr terms overlap	At least 2 members are women.	Gov	Consent of Senate	Board		Ch Exec Ofcr & Secy	Pleasure of Bd	$25,000
WV West Virginia	1,744,237 5	221,780 177,751	24,181	10 (9)	1(no vote) State Supt		9 yr terms overlap		Gov	Consent of Senate	Board		Ch Exec Ofcr Ex officio member of Bd	Pleasure of Bd	$39,900

PLAN 12

State	1970 Pop / Cong Seats	Pub Sch Enr 70-71 Elem/Sec	Area Sq Mi	BOARD: Bd Size No(No Voting)	Ex Officio Members No/Posn	Basis of Appt	Term Length/ Type	Spec Qual for/or Restrictions Against Board Appointees	Board Apptd By	Board Aprvd By	CSSO: Election Type/Next Elec Yr	Term Yrs	Spec Qual for Office	CSSO Capy on Bd	Salary
AZ Arizona	1,772,482 3	304,585 134,939	113,909	9 (9)	1 (w vote) State Supt	8 apptd 3 lay mem 5 prof mem	4 Yr Overlap	Prof members must rep pres,st univ or st col bd members,st jr col, supt high sch dist,co, supt, teacher	Gov			4		Secy Exec Ofcr Ex officio Bd member	$17,000
CA California	19,953,134 38	2,864,287 1,708,911	158,693	10 (10)		All	4 Yr Overlap		Gov	Senate		4		Secy Exec Ofcr	$35,000
GA Georgia	4,589,575 10	705,347 393,554	58,876	10 (10)		All	7 Yr Overlap		Gov	Senate		4		Exec Ofcr Exec Secy Agent	$28,000
ID Idaho	713,008 2	92,841 89,492	83,557	8 (8)	1 (w vote) State Supt	7 Appointed	5 Yr Overlap	Members appointed without regard to party or religion	Gov			4		Ex officio Bd Member	$18,000
IN Indiana	5,193,669 11	749,063 482,395	36,291	19 (19) 3 Comms.	1(w vote) State Supt	18 Appointed	4 Yr Overlap	4 of 6 apptd mem on ea comm must be empl in schs in state;not more than 4 on ea comm from political party	Gov			2	Genl Reqt For Office Holders	Chmn of Bd and ea Comm Ex officio Bd member	$25,000
KY Kentucky	3,219,311 7	455,979 261,226	40,395	7 (7)		All	4 Yr Overlap	All lay mem.No one elig who holds civil or pol ofc in city or co of resid;or if he dir or indir sells mat,equip, or svcs to board.	Gov			4		Exec Ofcr	$22,500
MT Montana	694,409 2	107,330 69,376	147,138	11 (11)	3(w vote) State Supt Gov Atty Genl	8 Appointed	8 Yr Overlap	Not more than 4 mem from same pol party; equally divided bet cong districts	Gov	Senate		4		Secy Ex officio Bd member	$13,750
NC North Carolina	5,082,059 11	835,739 356,448	52,712	13 (13)	3(w vote) State Supt Lt Gov St Treas	10 Apptd one from ea of 8 dist, 2 at large	8 Yr Overlap	Maj of mem are pers of trng and exper in bus & fin who are not conn with ea prof or any ed admin of state	Gov	Genl Asbly (Jt Sos)		4		Secy Ex officio Bd member	$28,500
ND North Dakota	617,761 2	91,275 55,738	70,665	7 (7)	1(w vote) State Supt	6 Apptd one from ea of 6 jud dist	6 Yr Overlap	1 mem nom by St Educ Asc 1 by St Sch Ofcrs Asc. There should be 2 mem from St Sch Bds Asc at all time	Gov	Senate		4		Exec Dir Secy Ex officio Board Member	$18,000
OK Oklahoma	2,559,253 6	350,004 276,952	69,919	7 (7)	1(w vote) State Supt	6 Appointed	6 Yr Overlap		Gov	Senate		4		Pres Exec Ofcr Ex officio Bd member	$25,000
OR Oregon	2,091,385 4	280,636 198,891	96,981	7 (7)		All	7 Yr Overlap	Gov must select residents of Oregon not engaged in sch teaching,admin,or operation	Gov	Senate		4		Secy Adm Ofcr	$25,000
SD South Dakota	666,257 1	87,852 78,453	77,047	7 (7)		All	5 Yr Overlap	No one elig who is eng in educ or is mem of St Bd of Higher Ed	Gov		Non-Partisan	2		Exec Ofcr Exec Secy	$15,000
WY Wyoming	332,416 1	46,509 40,377	97,914	10 (9)	1(w/o vote) State Supt	9 Appointed	6 Yr Overlap	7 lay mem,1 from ea of 7 jud districts 1 teach,1 adm at lrg No more than 5 from same pol party	Gov	Senate		4		Ex officio Member	$17,000

PLAN 13

State	1970 Pop Cong Seats	Public Sch Enr	Area	BOARD: Bd Size No(No Voting)	Ex officio Members No/Posn	Basis of Appt	Term Length/ Type	Special Qual or Restrictions	Board Apptd By	Board Apprvd By	CSSO: CSSO Apptd By	Appt Apprvd By	CSSO's Capy on Bd	Term Yrs	Salary
NJ New Jersey	7,168,164 15	978,120 242,200	7,836	12(12)		All	6 Yr Overlap	At least 3 must be women	Gov	Senate	Gov	Senate	Offl Agent for all Purp	5	38,000
PA Penn	11,793,909 27	1,260,000 1,098,100	45,333	17(17)		All/7 serve on Coun of Basic Educ 7 on Coun of High Ed 3 at large	6 Yr Overlap	No at large & less than 3 mem in ea council can be empl of sch,DPI or any educ sys.At least 2 mem on ea council have tech ed or trng	Gov	Senate	Gov	Conf by 2/3 Senate	Ch Exec Ofcr	4	30,000
TN Tennessee	3,924,164 9	571,224 328,669	42,244	14(14)	2(w vote) State Comm of Educ Governor	12 4 from ea grand div	6 Yr Overlap		Gov		Gov		Chmn	4	25,000
VA Virginia	4,648,494 10	682,644 396,110	40,815	7(7)		All	4 Yr Overlap		Gov	General Assembly	Gov		Ch Exec Ofcr	4	31,500

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PLAN 21

State	1970 Pop Cong Seats	Pub Sch Enr 70-71 Elem/Sec	Area Sq Mi	BOARD: Bd Size No/(No Voting)	Ex officio Members No/Posn	Term Length/ Type	Basis of Election	Basis of Appt	Special Qualifications	CSSO: CSSO Aptd By	Appt Appr By	CSSO's Capy on Board	Term Years	CSSO Salary
AL Alabama	3,444,165 8	426,209 378,990	51,609	10 (10)	2 (W vote) State Supt Governor	4 yr Overlap	Eight elected from Cong Dist		No one may be apptd who is in any way subj to Bd's autl, or who has been a prof educ 5 yrs preceding elec	Board		Secy Exec Ofcr	Pleasure of Bd	$23,6
CO Colorado	2,207,259 4	307,292 242,768	104,247	5 (5)		6 yr Overlap	All elected, partisan ballot 1 ea from 4 Cong Dist 1 at large			Board		Secy	Pleasure of Bd	$35,00
HI Hawaii	769,913 2	102,251 78,390	6,424	11 (11)		4 yr Concur	All elected 3 repr Oahu at large 8 repr 7 districts within state (2 for Hawaii)			Board		Exec Ofcr Secy	Pleasure of Bd	$33,27
KS Kansas	2,249,071	356,992 155,316	82,264	10 (10)		4 yr Overlap	All elected partisan ballot 1 elected from ea of 10 legis designated member dist			Board			Pleasure of Bd	$29,01
MI Michigan	8,875,083 19	1,227,734 952,965	58,216	10 (8)	2 (W/O vote) State Supt Governor	8 Yr terms presc by law	All elected, partisan ballot nominated by party convention and elected at large			Board		Chmn	As det by Bd	$39,550
NB Nebraska	1,483,791 3	187,150 141,960	77,227	8 (8)		4 yr Overlap	All elected, partisan ballot 1 from each of 8 districts		No person is eligible who is actively engaged in the teaching profession	Board		Exec Ofcr	7 Years	$21,900
NV Nevada	488,738 1	74,116 53,434	110,540	9 (9)		4 yr Overlap	7, one ea from educ, supv dist 1,2,3,4,4 6, 2 from 5	2 members one from labor, one from agri apptd by elected members		Board		Secy	Pleasure of Bd	$23,664
NM New Mexico	1,016,000 2	152,947 128,425	122,666	10 (10)		6 yr Overlap	All elected, 1 ea of 10 judicial districts			Board		Adm & Exec Functions	Pleasure of Bd	$24,960
OH Ohio	10,652,017 24	1,698,298 727,345	41,222	24 (24)		6 yr Overlap	All elected, non-partisan ballot 1 from each of 24 Cong dist		A member shall not dur his term of ofc be an emp or ofcr of any pub or priv col, univ, or other inst of higher educ	Board		Secy, Exec, & Ch Adm Ofcr	Pleasure of Bd	$40,00
TX Texas	11,196,730 23	1,577,800 1,262,100	267,338	21 (21)		6 yr Overlap	All elected 1 from ea of 21 Cong dist (as constituted in 1949)		Mem cannot be eng in organ educ activity or hold office in state or pol subdiv	Board		Exec Ofcr & Exec Secy	4 Years	$31,500
UT Utah	1,059,273 2	165,492 138,510	84,916	9 (9)		4 Yr Overlap	All elected 1 from ea elect dist unexp term filled by appt by reg conv of members of dist sch bds			Board		Exec Ofcr	Pleasure of Bd	$27,46

PLAN 22

State	1970 Pop / Cong Seats	Public Sch Enr	Area	BOARD: Bd Size No(No Voting)	Ex officio Members No/Posn	Term Length/ Type	Basis of Election	Special Qualifications	CSSO: Election Type/Next Elec Yr	Terms Yrs	Spec Qual For /Or Against Cand for CSSO	CSSO Capy on Bd	CSSO Salary
LA Louisiana	3,643,180 / 8	508,881 / 333,484	48,523	11(11)	0	3 for 6 yr Overlap 8 for 8 yr Overlap	All selected 3 ea pub svc com dist 8 ea Cong dist			4		Exec Ofcr Secy	$26,500

PLAN 31

State	1970 Pop / Cong Seats	Public Sch Enr	Area	BOARD: Bd Size No(No Voting)	Ex officio Members No/Posn	Term Length/ Type	Basis of Election	Special Qualifications	CSSO: CSSO Apptd By	Appt Aprvd By	Term	CSSO Capy on Bd	CSSO Salary
NY New York	18,190,740 / 41	1,922,161 / 1,554,853	49,576	15(15)		15 Yr Overlap	All elected by State Legis one from ea of 11 judicial districts & 4 at large	No member may be a pros,prin,or any other ofcr of an inst belonging to the Univ of the State of N Y	Board		Pleasure of Bd	Ch Exec Ofcr	$51,275

PLAN 32

State	1970 Pop / Cong Seats	Public Sch Enr	Area	Bd Size No(No Voting)	Ex officio Members No/Posn	Term Length/ Type	Basis of Election	Appt By	Special Qualifications	CSSO: Election Type/Next Elec Yr	Terms Yrs	Spec Qual For /or Against Cand for CSSO	CSSO Capy on Bd	CSSO Salary
SC South Carolina	2,590,516 / 6	393,319 / 244,481	31,055	16(16)	0	4 Yr Overlap	Leg del of county included in ea of 16 judicial dist	Gov on recom of leg del			4		Secy Adm Ofcr	$30,000
WA Washington	3,409,169 / 7	442,618 / 375,094	68,192	14(14)	0	6 Yr Overlap	All,by bds of dir of sch dist in 7 cong dist on basis of no of stud		No pers emp in sch, co,univ,or other ed inst or in co supt's ofc or in Supt of Pub Instr is eligible		4		President	$22,500

PLAN 42

State	1970 Pop / Cong Seats	Public Sch Enr	Area	BOARD	CSSO: Election Type/Next Elec Yr	Terms Yrs	Spec Qual For /Or Against Cand for CSSO	CSSO Capy on Bd	CSSO Salary
IL Illinois	11,113,976 / 24	1,499,554 / 857,082	56,400	None The 1970 constitution mandates a state board of education who will appoint the chief; method of selection, number of members, and terms will be included in legislation. Law required before January, 1975.		4		Exec Ofcr for Voc Ed on Voc Ed Board	$30,000
WI Wisconsin	4,417,933 / 10	585,889 / 407,849	56,154	None (for elementary and secondary education)		4			$21,000

PLAN 52

State	1970 Pop / Cong Seats	Public Sch Enr	Area	BOARD: Bd Size No(No Voting)	Ex officio Members No/Posn	Term Length/ Type	Basis of Election	Special Qualifications	CSSO: Election Type/Next Elec Yr	Terms Yrs	Qual for or Rest Against Cand for CSSO	CSSO Capy on Bd	CSSO Salary
FL Florida	6,789,443 / 12	781,703 / 646,193	58,560	7(7)	All-Comm of Educ,Gov,Secy of St,Atty Genl,St Treas St Comp,Comm of Agri	Terms of Resp Ofc	Statewide			4		Secy Exec Ofcr Exofficio Men of Bd	$36,000
MS Mississipp	2,216,912 / 5	312,093 / 222,302	47,716	3(3)	All State Supt Sec of State Atty Genl	Terms of Resp Ofc	Statewide			4		Presides at All Meetings	$22,100

STATES' ADOPTION OF GOVERNING PLANS

YEAR 1940

		METHOD OF SELECTION OF THE CSSO			
		APPOINTED BY THE SBE	ELECTION BY THE PEOPLE	APPOINTED BY THE GOVERNOR	TOTAL FOR SBE PLANS
METHOD OF SELECTION OF THE SBE	APPOINTMENT BY THE GOVERNOR	8 (AR, CT, DE, MD MN, NH, NY, VT	14. (AL, CA, GA, ID, IN, KS, KY, MI, NM, OK, SC, TX, WV, WY)	5 (MA, NJ, PA, TX VA)	27
	ELECTION BY POPULAR VOTE		4 (LA, MI, NV, UT)		4
	ELECTION BY REP. OF THE PEOPLE				
	NO STATE BOARD		6 (IL, IA, NE, ND, SD, WI)	3 (ME, OH, RI)	9
	EX OFFICIO		8 (AZ, CO, FL, MS, MO, NC, OR, WA)		8
TOTAL FOR CSSO PLANS		8	32	8	48

Source--Deffenbaugh, W.S., and Keesecker, Ward W. State Boards of Education and Chief State School Officers, 1940.

STATES' ADOPTION OF GOVERNING PLANS
YEAR 1962

METHOD OF SELECTION OF THE SBE	METHOD OF SELECTION OF THE CSSO: APPOINTED BY THE SBE	ELECTION BY THE PEOPLE	APPOINTED BY THE GOVERNOR	TOTAL FOR SBE PLANS
APPOINTMENT BY THE GOVERNOR	14 (AR,CT,DE,HI ME,MD,MA,MN MO,NH,OR,RI VT,WV)	14 (AL,AZ,CA,CO GA,ID,IN, KS,KY,MT,NC, OK,SC,SD)	5 (AK,NJ,PA, TN,VA)	33
ELECTION BY POPULAR VOTE	7 (IA,NE,NM,NV OH,TX,UT)	2 (LA,MI)		9
ELECTION BY REP. OF THE PEOPLE	1 (NY)	1 (NA)		2
NO STATE BOARD		2 (IL,WI)		2
EX OFFICIO		3 (FL,MS,ND)		3
CSSO APPOINTED		1 (WY)		1
TOTAL FOR CSSO PLANS	22	23	5	50

Source: Council of Chief State School Officers

STATES' ADOPTION OF GOVERNING PLANS
YEARS 1940, 1962, 1972

METHOD OF SELECTION OF THE SBE	METHOD OF SELECTION OF THE CSSO: APPOINTED BY THE SBE	ELECTION BY THE PEOPLE	APPOINTED BY THE GOVERNOR	TOTAL FOR SBE PLANS
APPOINTMENT BY THE GOVERNOR	8,14,14	14,14,13	5,5,4	27,33,31
ELECTION BY POPULAR VOTE	0,7,11	4,2,1	0,0,0	4,9,12
ELECTION BY REP. OF THE PEOPLE	0,1,1	0,1,2	0,0,0	0,2,3
NO STATE BOARD	NOT POSSIBLE	6,2,2	3,0,0	9,2,2
EX OFFICIO	0,0,0	8,3,2	0,0,0	8,3,2
CSSO APPOINTED	0,0,0	0,1,0	0,0,0	0,1,0
TOTAL FOR CSSO PLANS	8,22,26	32,23,20	8,5,4	48,50,50